

PLANNING AHEAD

Notes for the Planning Community

Volume 1, Issue 4

May 1998

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Stockton's Statement

Last month I wrote about the important factors to consider as we move the Corps and the planning function into the 21st Century. There has continued to be considerable discussion and many

of you have written in to respond to my remarks. On the 6th of May MG Anderson presented an update of project management to the Board of Directors. At the conclusion of the update, the Chief stated that the organizational structures for the divisions and districts were "below the line" which means that commanders have the responsibility to best organize to fulfill their missions. We need to support the commanders and do the best that we can to plan, design, construct, and turn over to a sponsor the best water resource projects that we can to benefit the locality, the region, and the Nation. ❖

A Word From The Editor

Harry Kitch – CECW-PC

More information of general interest is being published on the various web pages across the Corps. We are also seeing more vital information being published electronically. We all will have to develop new habits and working methods to keep up with this new source of information and guidance. If you have developed an efficient approach, we would like to hear from you so we can all move up on the learning curve.

Remember that you can find this and past issues at:

<http://www.usace.army.mil/inet/functions/cw/cecwp/news.htm> ❖

NATIONAL METING OF CAP/ENV MANAGERS

Russ Rangos– CECW-PM

The first meeting in over 4 years of CAP/ENV Division and District Managers was held in Portland, OR, 7-9 April. By and large, the meeting was a great success, and feedback from meeting participants should make the next meeting (we hope less than 4+ years away) even more successful. Steve Stockton was on hand, and has already initiated actions to make a number of the policy and procedural changes recommended by Corps and project sponsor participants. Foremost among changes coming are improvements to the ecosystem restoration programs, and inclusion of level of technical detail guidance, similar to that now in CAP guidance, into the upcoming revision to ER1150.

Thanks to all participants, especially those who contributed with presentations at the general and workshop sessions, and to NWD and Portland District folks who worked on and behind the scenes for your logistics support.

As soon as our migration to OUTLOOK is stabilized, we will be asking meeting contributors for their presentation notes and slides. We will explore creating a web site for these presentations. This will include a roster of meeting participants.

CAP/ENV PROMIS DEPLOYMENT

We are looking forward with bated breath and fingers crossed to the loading of the 4 CAP/ENV work breakdown structures into the next PROMIS update 4 May. The loading of the WBS's will start the ball rolling towards full development and deployment of the field and HQ databases and summary report formats which will lead to the elimination of the current semi-annual CAP/ENV database update by early FY99. If all goes as well as our hopes, we may see full loading of all CAP/ENV activities in the 1st Quarter of FY99. ❖

Water Resources Development Act of 1998

Rennie Sherman – CECW-PM

On 22 April 1998, the Administration forwarded its proposal for WRDA 98 to Congress. The WRDA proposal includes projects for authorization that have been cleared by the Administration and sent to Congress, as well as a conditional authorization for Grand Forks, ND - East Grand Forks, MN. More than 20 additional projects and project modifications are currently in the pipeline with Chief of Engineers Reports scheduled throughout 1998. Key provisions of interest to the planning community include Challenge 21 - Flood Hazard Mitigation and Riverine Ecosystem Restoration, which would establish a program emphasizing the use of non-structural flood damage reduction measures in conjunction with ecosystem restoration measures. The program would be authorized for six years and \$325 million. The FY 99 budget includes a request of \$25 million to initiate it. The WRDA proposal also includes a provision to change the cost

sharing for shore protection projects to 35% Federal- 65% non-Federal for periodic beach nourishment. Additional WRDA provisions would increase the Federal limit of S.205 projects from \$5 million to \$7 million, and would allow non-Federal contributions to the floodplain management program. The complete bill and report language can be found on the Civil Works Legislative Information page at:

<http://www.usace.army.mil/inet/functions/cw/ecwa/leginfor.htm>

Editor's Note: The Senate Committee on Environment and Public Works expects to hold its hearing on WRDA 98 in early June. ❖

Clean Water Action Plan

Beverley Getzen- CECW-PD

On 19 February 1998, the President unveiled the Clean Water Action Plan, which provides the details to support the Administration's budget request for FY99 entitled "Clean Water and Watershed Restoration Initiative." The Clean Water Action Plan (CWAP) initiative brings together under one umbrella concept the budgets of several Federal agencies, creating an unprecedented watershed-based partnership. The key elements of the Clean Water Action Plan are watershed restoration, as opposed to preventive measures already included in many different ongoing programs, and partnerships--not just among Federal agencies but including states and tribes. Challenge XXI, our initiative for flood hazard mitigation and riverine ecosystem restoration, is one element in the CWAP. The various components of the plan are included in separate budget requests for EPA, USDA, DOI, NOAA and USACE.

A total of \$568 Million additional funds were requested to further progress in meeting the goals of the Clean Water Act. If Congress responds with appropriations, the funding will be devoted to watershed, wetlands and coastal restoration efforts in cooperation and collaboration with by states and tribes. Programs such as the EPA 319 and 106 grants will direct additional funding to high priority watersheds identified by states and tribes. NRCS will enhance the EQIP, CRP and CREP programs through the conservation districts in each state. The Forest Service, Interior agencies and Defense Department will focus additional attention on protecting and enhancing pristine watersheds on Federal lands. The CWAP includes several specific goals such as increasing buffer strips along streams by 25,000 miles by 2005, increasing the wetlands protected and enhanced by 100,000 acres each year through 2005, and providing for watershed protection on forest lands and rangelands.

The budget request for Challenge XXI was \$25 M for FY 99. If Congress provides these funds, opportunities for partnership watershed projects will be available across the nation. Whether or not the CWAP is accepted in its entirety, most of the goals and opportunities can and will be achieved as we increase our involvement in ecosystem and environmental restoration activities. For additional information, contact Beverley Getzen (202-761-1980). ❖

Growing Our Program Through Out-of-the-Box Thinking

*Steven L. Stockton - Chief,
Engineering Division/Actg. Chief,
Planning Division –HQ*

What makes Planners so valuable to the Corps is that they are so creative. I want to share with you some of our thinking here in HQ Planning and encourage you to help us to grow our program.

The Corps of Engineers continues to provide infrastructure investments that serve the Nation's economy, investments that, over time, pay back far more to the Nation in economic benefits than they cost. That is good for the Nation and for the Corps. Essayons!

Over the past 12 years, the Corps has promoted the notion of investing in the Nation's environment. That was a textbook case of out-of-the-box thinking: we had no policies that encouraged it and we had no budgetary priorities for it, but we pushed it anyway. Since then, we have gained the enthusiastic support of both the Administration and the Congress and environmental projects now constitute a major part of our civil works program. Together, our economic and environmental projects enjoy support of the States and local governments who share in the risks and the costs and receive most of the benefits of these projects. We have a strong presence throughout the Nation and we have a constituency that wants us to do more. As a result, our program is considerably larger than it would have been. Now, I challenge you to do more out-of-the-box thinking to help us maintain, hopefully grow, our civil works program during the coming years.

I believe our strongest asset is the simple fact that our projects are sound

investments. I can and will argue that the Federal government should concentrate more of its money in projects that grow the Nation. If we grow the Nation, we will grow the size of the Federal pie and, even if our fraction of that pie remains the same, our piece of the pie will be bigger.

The one big caution I give you is that we should not stick our noses into the business of others. We should steer clear of intercepting business that would otherwise go to AE firms. We should not Federalize what are inherently local governmental functions and should not meddle in authorities that belong to sister Federal agencies. What we should do is go after the kinds of water resources problems that are too big for the private sector to finance or which do not produce vendible goods and services. In doing so, we should be alert for opportunities to work in partnership with States and local Governments, ideally in tandem with other Federal agencies, to solve basin-wide water resources problems. Current promising examples involving the Corps are the Hypoxia problems in the Gulf of Mexico and Long Island sound and Pfisteria problems in the Chesapeake Bay. As another example, we are currently working on reauthorizing a regional program in a way that would blend two different kinds of cost sharing in order to keep a still emerging partnership alive.

If District Commanders see similar or analogous opportunities and need waivers or exceptions from policies, and they can make the case that the Nation is better served by the exception, we will consider the request. ❖

News Items

Editor

The following are some general interest articles, memos, and announcements that have been culled from the stream of e-mail that flows over my desk.

Electronic Publications

CECPG 9 April 1998
MEMORANDUM FOR RECORD
SUBJECT: USACE Publications Briefing

1. On 8 March 1998, LTG Ballard was briefed on the results of a data call on USACE publications. The meeting began at approximately 1615 and concluded at approximately 1700. Attending the meeting were LTG Ballard, Ms. Tina Street, COL Whitten, Mr. Chuck Gregory, Mr. Frank Troyan and Mr. Russell Davis. Mr. Gregory was the principal briefer.
2. The briefing provided a summary of the results of the data call and CEIM recommendation for implementing a Corps-wide paperless official publications program. Mr. Gregory displayed several representative official and unofficial publications. A demonstration of the USACE web site for archival of HQUSACE publications and the web based USACE Digital Visual Library was also provided. CEIM sought the approval of the Chief for the recommendations that were presented on paperless publishing for HQUSACE and MSC official publications.
3. LTG Ballard was impressed with the demonstration of the HQUSACE official publications web site and the progress that CEIM has made in electronic records archival and management. The Chief approved the recommendations that were proposed by CEIM. Three issues discussed in the briefing

require additional information to be acquired for the Chief.

a. Need to reconsider the necessity of electronic distribution for all types of HQUSACE publications (such as feasibility studies). (TASKER: CEIM -

Coordinate with MP and CW to determine if there are select classes of documents that should be exempt from the proposed requirement for electronic publishing and distribution. Respond to the Chief by E-mail with hard copy backup. S: 1 May.)

b. The Chief wishes to develop a program of electronic archival for all USACE records. (TASKER: CEIM - Brief the Chief on the applicability of the CEERIS program for archival of all USACE records. S: 8 May)

c. The Chief was concerned about the number of newspapers that are being published by various MSC elements. (TASKER: CEPA/CEIM - Brief the Chief on the rationale for, number of, and associated cost of newspapers/newsletters published by MSC elements. CEPA should attempt to capture all publications coordinated by public affairs offices under all relevant authorities. CEIM should focus on the results of the previous data call summarizing all publications authorized under ER 25-30. S: 8 May)

4. POC for this memorandum is Russell Davis, CECPG, 761-7211.

NOTE: All taskers are assigned and monitored by the Chief of Staff. Coordinate all taskers through that office and send all input through the C/S.

FOR THE COMMANDER:

(Original Signed)

ROBERT M. FERNANDEZ
COL, EN

Chief, Commander's Planning Group

Editor's Note: Joe Hartman, CECW-ED is the POC in Civil Works for this action. ❖

Year 2000" or "Y2K" and
Infrastructure

CEIM-P (25-3a) 20 April 1998

MEMORANDUM FOR Commanders/Directors,
Major Subordinate Commands, Labs, Field
Operating Activities, and HQ Staff Principals

SUBJECT: "Year 2000" or "Y2K" and
Infrastructure

Reference memorandum, CEIM-P, 28 Mar 98,
subject: Ensuring that the Corps Remains
Mission Capable in the New Millennia.

By this time I expect all Commanders are
aware of the "Year 2000" or "Y2K" problem.
Because there are potential weaknesses within
our information technology and infrastructure
that threaten our functioning as a premier
engineering organization, I have appointed the
USACE CIO as the Program Manager for Year
2000 compliance. All Commanders will be
required to certify that their activities are fully
compliant.

3. I am particularly concerned with
infrastructure issues. Corps infrastructure must
be tested for compliance. Examples of
vulnerable components include: floating plant
and power generation capacity; water control
and monitoring systems; elevators; telephone
systems; security systems; and surveying,
geographic information and global positioning
equipment and software. Equally important,
contracts for customer infrastructure (e.g.
construction, etc.) probably include Y2K-
sensitive technology.

4. Y2K POC is Mr. Meredith Walters, CEIM-P,
202-761-4732,
meredith.c.walters@usace.army.mil.

Y2K information is available on the Corps Year
2000 page at:
<http://www.usace.army.mil/im/ceimp/y2k.html>
//s//

JOE N. BALLARD
Lieutenant General, USA
Commanding ❖

CP-18 Leadership Development
Program

INFORMATION PAPER

CEHR-C 6 April 1998

SUBJECT: CP-18 Leadership
Development Program

1. Purpose. To provide information on the CP-
18 Leadership Development Program (LDP).

Facts.

Based upon recommendations from a special
task group, LTG Ballard, CP-18 Functional
Chief, has approved the establishment of a
CP-18 LDP, which replaces the CP-18
Executive Development Program (EDP). The
LDP is designed to produce a diverse, high
potential pool of careerists who will respond to
the needs of the U.S. Army during the 21st
Century.

b. The LDP will focus on professional
development for mid-level CP-18 registrants at
the GS-12/ 13 levels. These individuals
represent well over half the entire CP-18
population; 9400 of 16,000 careerists. By
contrast to the EDP program, which provided
such opportunities to only 1500 GS-14/15
individuals, LDP will broaden professional
development to a wider spectrum of the CP-
18 population. Individuals at the GS-14/15
levels are not abandoned, but will now be
extended special developmental opportunities
under the new DoD-sponsored Leadership
Development Program (DLAMP), announced
regularly at the "<http://www.cpol.army.mil>"
Internet Site.

c. The LDP will be a three year program
comprised of three parts; formal mentoring,
classroom training, and a six month
developmental assignment. A CP-18
Oversight and Control Board will assign the
LDP enrollees to preidentified developmental
positions, with the concurrence of MSCs and
MACOMs. LDP enrollees must sign a mobility
agreement, develop an Individual
Development Plan, complete approved formal

classroom training, accept an assigned developmental work experience or position, and submit properly-completed semiannual written progress reports. Failure of an enrollee to accomplish these things or to complete the program within three years will be causes for removal from the program.

d. An enrollee's LDP program begins with formal mentoring to plan the formal training curriculum and developmental assignment(s). Enrolled persons are required to identify a mentor. The formal classroom training will consist of instruction in management, leadership, supervision, human resources/relationships, and Army Management Staff College. Credit will be given to those who have completed required courses. It is the responsibility of the MSC/MACOM Career Program Managers to monitor the progress of the mentoring, ensuring program compliance. Mentoring meetings must be conducted and reported as completed on the enrollees' written reports. Further information on this new program will become available during the fourth quarter of FY 1998. Enrollment is expected during FY 1999.

S. E. Arnold/202-761-5006
Approved by: William A. Brown, Sr., P.E.,
HAIA
Functional Chief's Representative
Civilian Career Program for Engineers and
Scientists (RC)

Editor's Note: You can find this paper on the Corps Homepage under Strategic Vision then Commanders Conference then Papers or directly at:

<http://www.usace.army.mil/inet/functions/cw/dc/c/cp18lead.pdf> ❖

CG Presentation and ENFORCE

The Chief's "State of the Regiment" speech at ENFORCE is posted at a new button on the USACE Home Page -- Click the blue Strategic

Planning button, and then click the Chief's Presentations Button. This is the first posting, but we envision it as a good location for the Chief's messages. It provides a forum for wider dissemination of these speeches, and is browsable, downloadable, and has full speaker notes in an easily navigated style.

Board of Directors Information

The BOD agenda and read-ahead are posted on the BOD home page. As always, they are updated frequently as we near the meeting date. To check for the latest, go to USACE INET Home Page, click blue Strategic button, and then click on BOD button. There you will find the read-ahead we have received to that date. *[Draft minutes are there now. Ed.]* ❖

SES Moves

The Chief announced the following SES reassignments:

Mr. Dwight Beranek from Director, Engineering and Technical Services (DETS), Great Lakes and Ohio River Division (LRD) to Chief, Engineering and Construction, Military Programs Directorate, HQUSACE, date to be determined.

Mr. Paul Robinson, DETS, Southwestern Division to DETS, LRD, date to be determined.

Ms. Kristine Allaman from DETS, Northwestern Division (NWD) to Director, Center for Public Works (CPW), date to be determined.

Mr. Steve Stockton, Chief of Engineering, Civil Works Directorate to DETS, South Pacific Division (SPD), date to be determined.

Mr. Carl Enson, DETS, SPD to Chief, Engineering Division, Civil Works Directorate, HQUSACE, date to be determined. ❖

Key Selections

Mr. Morris A. Tanner, Jr. was selected as Division Counsel, GS-15, SWD, and entered on duty 1 April 1998. Mr. Tanner, a former Air Force Colonel, held a number of positions of significant legal responsibility. He most recently served as Deputy Staff Judge Advocate, Headquarters, Air Mobility Command, Scott AFB, Illinois for two years. Prior to that, he served as General Counsel of the Army and Air Force Exchange for two years in Dallas, Texas. He worked as Staff Judge Advocate, Langley AFB, Virginia for three years. He also worked as Chief, Civilian Personnel Litigation Branch, Office of the Judge Advocate General, Air Force, Washington D.C. for two years. Mr. Tanner received a Bachelor's Degree from the United States Air Force Academy. He holds two Law Degrees, from the University of Michigan and Vanderbilt University. He is a member of the Bar of the State of Tennessee.

Mr. Wilbert V. Paynes has been selected for promotion to the position of Chief, Planning Division, GS-15, South Atlantic Division. Mr. Paynes has extensive experience within USACE organizations at CESAD, HQUSACE, and CEMVD. Mr. Paynes began his Federal career as a college co-op student assigned to the Federal Highway Administration working with senior construction engineers. Shortly thereafter he began his first assignment with USACE at the New Orleans District, serving as a civil engineer. There, he received several promotions and moved to HQUSACE. At HQUSACE he served as a Water Resources Planner and a Senior Planner drafting legislation, assisting on budget

development and preparing Engineer Regulations and policies. From Headquarters he moved to SAD where he served as a Division Technical Specialist in Civil Works Planning. Then, he became Chief of the Planning Formulation Division at SAD, followed by assignments as Senior Water Resource Planner and Chief, Planning and Environmental Division. Mr. Paynes is an EDP graduate and holds a Bachelors Degree from Southern University. He is a graduate of the Water Resources Planning Associate Program and the Army Management Staff College. He is a member of the Society of American Military Engineers.

Mr. Gonzellas Williams was selected by LTG Ballard to be Chief, Office of Equal Employment Opportunity. Mr. Williams currently leads the EEO (civilian) and EO (military) programs of the U.S. Army Tank-Automotive and Armaments Command. His prior EEO experience includes assignments at Defense Mapping Agency, Jacksonville District (USACE), Anniston Army Depot, and a detail with the House of Representatives. Mr. Williams will relocate from Warren, MI and is expected to join us in the headquarters on 26 May.

❖

One Door To The Corps

We recently signed a nationwide Interagency Agreement with the U.S. Fish and Wildlife Service. Under the agreement, USACE will perform general engineering and construction services for the USF&WLS as well as environmental investigations, designs, remediations, and technical assistance. This is a "One Door to the Corps" agreement. As the Program Manager, Omaha District will provide program oversight with work normally being brokered to districts with geographic responsibility. Omaha District will be

responsible to the customer for the execution of all work performed under this agreement. ❖

Federal Recreation Website

USACE has participated with six other Federal agencies in developing a new Federal recreation web page. Recreation.gov came on line on 21 Apr 98. The interagency team that developed the site received a Hammer Award during the recent Reinvention Revolution Conference. ❖

DEADLINE

The deadline for material for the June issue is 28 May 1998. ❖

Planning Ahead, is an unofficial publication authorized under AR 25-30. It is published by the Planning Division, Directorate of Civil Works, U.S. Army Corps of Engineers, 20 Massachusetts Ave., NW, Washington, D.C. 20314-1000, TEL 202-761-1969 or FAX 202-761-1972 or e-mail Harry.E.Kitch@usace.army.mil.